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ABSTRACT

This booklet lists 319 measures that colleges and universities have taken to meet the financial crisis. The measures are listed under: (1) "Increasing Income," and include raising tuition and student fees, changing investment policies, and administration and use of plant and facilities, and other income-producing procedures; and (2) "Decreasing Expenditures" in the following categories: faculty and personnel; general administration, maintenance and security, office expenses, purchasing and equipment rental and leasing, travel expenses, food services, departments, schools, programs and courses, and the library. (AF)

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MANAGEMENT DIVISION
ACADEMY FOR EDUCATIONAL DEVELOPMENT

The prospect for easing the financial pinch by merely increasing income seems remote for most colleges and universities. As a result, more and more colleges are engaged in the delicate operation of trying to pare expenditures as much as possible without sacrificing academic quality or institutional morale.

*The Chronicle of Higher Education
February 8, 1971*

Two months ago the Management Division published an initial list of 148 money-saving practices from campuses throughout the country. The list proved so useful to presidents, and stimulated so many other ideas, that we immediately began compiling this augmented version. This time we contacted not only presidents but also financial vice presidents and business managers — the people responsible for actually drawing up budgets and financial plans.

The measures they described range from bold major changes to a myriad of less dramatic items, based on the premise that a policy of austerity must embrace all aspects of an institution's operations. No area in which scarce resources can be conserved should be beneath the notice of a conscientious administration. Needless to say, not all of these items are applicable to every college. But each one has actually been used some place. Here, then, is a check-list of proven possibilities for presidents in search of economy and efficiency.

INCREASING INCOME

Tuition and Student Fees

- 1 Raising tuition
- 2 Recruiting new students more actively
- 3 Admitting more transfer students
- 4 Raising out-of-state student fees at public institutions to equal state resident fees plus state tax support
- 5 Requiring larger advance deposits on tuition from students
- 6 Collecting full tuition, room, board, and fees at the beginning of the year to reduce billing costs and enhance short-term investment income
- 7 Increasing proportion of tuition charged for a dropped course, or for withdrawal during the semester
- 8 Making nonrefundable all advanced deposits from admitted students
- 9 Raising academic fees, particularly late registration, graduation, thesis, etc.
- 10 Reducing rebate for not using room and board plan
- 11 Charging fees for use of library by organizations not related to the university, and by scholars and students from other institutions
- 12 Hiring a collection agency or appointing a collection agent for obtaining payment of student charges, instead of dropping students
- 13 Charging standard commercial rate of 1½% per month on all tuition, fees, room and board owed the university
- 14 Increasing dormitory charges

Investments, Plant, and Facilities

- 15 Investing cash balances in short-term securities
- 16 Short-term investment of amounts usually held as balances in checking accounts (if properly handled, the normal delay in cashing checks will prevent overdrafts)

- 17 Investing cash over the weekend — into the market Friday afternoon, out of the market Monday morning
- 18 Putting new endowment gifts into high yielding bonds instead of low yielding growth stocks
- 19 Splitting portfolio between two independent managers — a bank, and private financial consultants — to encourage competition and improve returns (telling both managers the minimum income needed each year and then giving each discretionary authority to proceed)
- 20 Using some of the appreciation on endowment for current expenses
- 21 Investing part of endowment in operating businesses and oil properties for higher return
- 22 Loaning securities in endowment portfolios to brokers for a fee
- 23 Selling off non-productive properties
- 24 Selling two university buildings, three off-campus apartment houses, and a 46-acre lot near campus
- 25 Selling college-owned faculty housing facilities to faculty members occupying them
- 26 Renegotiating long-term leases on investment property to bring in more current income
- 27 At a state institution: Picking up monthly subsidy payments by messenger at state treasurer's office to save days in transit and make remittance available earlier for short-term investment
- 28 Raising rentals charged on university-owned property to cover full cost and a fair return on investment
- 29 Renting out empty dormitory space to another college
- 30 Renting space to other institutions and groups for classes
- 31 Renting computer, duplicating and printing facilities, auditoriums, meeting rooms, and dorm facilities to outside groups or agencies (for example, for summer programs for the disadvantaged)
- 32 Offering "package deal" conferences in university facilities, using university-owned motel to accommodate participants
- 33 Charging bookstore full overhead cost for space and utilities used
- 34 Renting "airspace" on campus property (for example, building non-campus related apartments on the top of new campus facilities)
- 35 Converting old trunk rooms, storage rooms, and lounge space in dormitories into rentable space

Other Income-Producing Activities

- 36 Increasing the number of concession businesses on campus and charging them more
- 37 Requiring a commission on sales by privately owned vending machines on campus
- 38 Filing claims with federal agencies for full overhead reimbursement on government grants
- 39 Charging a management fee for running off-campus programs for credit for governmental organizations and industry

- 40 Increasing the number of government-supported training programs (e.g., training paraprofessional personnel for city school systems and for medical and public health organizations)
- 41 Obtaining operating money for the medical school from the state government or the federal government
- 42 Increasing charges for sports, cultural, and other campus events
- 43 Charging for press box seating
- 44 Increasing charges for parking
- 45 Installing parking meters for all visitor parking on campus
- 46 Charging a fee for both employee and student parking
- 47 Increasing fees for reading and speech clinics
- 48 Increasing fees for clinic or dispensary services
- 49 Charging students full cost for psychiatric or psychological services
- 50 Conducting telephone solicitation campaign using students to raise \$42,000
- 51 Door-to-door canvassing by students to raise \$35,000
- 52 Raffle off a scholarship
- 53 Challenging students to raise \$100 each, which they did by conducting letter-writing fund drives, giving blood, conducting "the world's largest garage sale," etc.
- 54 Soliciting funds on television, radio, billboards, bus signs, etc.
- 55 Establishing a new donors program that gives special recognition to those pledging \$10,000 over a 10-year period
- 56 Promoting events on campus which are certain money-makers (for example, rock concerts)
- 57 Presenting free concerts featuring students, with contributions requested in return for choice seats
- 58 Conducting more summer conferences and other activities at a profit
- 59 Conducting more adult education programs at a profit
- 60 Charging more for community services which in the past have been offered free or at a nominal price
- 61 Charging for check cashing services
- 62 Using students to persuade district voters to approve tax rate increase
- 63 Charging full cost of overhead for all special projects on campus
- 64 Lending endowment funds to students at interest rate lower than bank rate instead of at no interest
- 65 Offering a fifth-year master's program to a new student market without increasing faculty, library, or other expenses
- 66 Offering more evening master's programs to employed persons who do not require student aid
- 67 Charging for copies of college catalogs; limiting free distribution to general information brochures
- 68 Pushing book and record sales in campus bookstore
- 69 Selling college-owned artifacts, antiques, and art objects

DECREASING EXPENDITURES

Faculty and Personnel

- 70 Reducing the number of non-tenured faculty, adjunct or part-time faculty, consultants, research assistants, and teaching assistants
- 71 Using specialized faculty as guest lecturers in courses other than their own
- 72 Making greater use of adjunct faculty
- 73 Replacing faculty who leave or retire with lower ranked staff or teaching assistants
- 74 Encouraging early retirement of tenured faculty
- 75 Strictly enforcing retirement schedule
- 76 Eliminating visiting professorships
- 77 Eliminating academic chairs as they become vacant
- 78 Leaving vacancies unfilled
- 79 Being more careful on tenure decisions
- 80 Issuing conditional contracts, mainly to faculty for summer school, night school, or adult education courses; then cancelling classes if too few students enroll
- 81 Employing more part-time evening faculty who are not entitled to fringe benefits
- 82 Cutting back on high salaries paid distinguished scholars or other high-priced faculty members, artists, poets, or musicians in residence; sharing such people with other institutions
- 83 Freezing salaries
- 84 Establishing new salary schedule for administrative staff and faculty, beginning at one increment lower than previous schedule
- 85 Using a salary increase as an incentive for the faculty to permit increased student-teacher ratios
- 86 Increasing student contact hours per faculty member rather than increasing the number of faculty
- 87 Increasing faculty load in individual instruction and in the supervision of theses
- 88 Specifying that full-time faculty members spend a minimum number of hours in the classroom each week — 15 hours in community colleges, 12 hours in undergraduate colleges, and 9 hours in graduate schools
- 89 Requiring faculty to be available on campus for a full 7 or 8 hour day when not in the classroom
- 90 Reducing staff in office of Coordinator of Research since federal funds are now more limited
- 91 Reducing faculty time allowed for sponsored and departmental research
- 92 Cutting back on research allowances given to the faculty
- 93 Dropping foreign student advisors
- 94 Turning a senior division headed by a dean into a service department with only a director
- 95 Phasing out the Dean of Continuing Education

- 96 Merging small departments and assigning administrators to some teaching duties
- 97 Reducing the number of vice presidents
- 98 Purchasing packaged instructional units instead of hiring a new faculty member
- 99 Cutting back on the number and extent of sabbaticals given to the faculty
- 100 Reducing released time given faculty for administrative and committee assignments
- 101 Reducing the number of faculty committees or determining the cost of such committees and then requiring greater output to justify cost
- 102 Requiring prospective faculty and staff to pay their own job interview expenses (travel, etc.)
- 103 Limiting support of association memberships for faculty and staff
- 104 Limiting attendance of faculty and staff at conferences away from campus
- 105 Requiring faculty and staff to pay their own expenses for professional meetings
- 106 Abolishing the Administrative Intern Program, the Office of Survey Research and Statistical Studies, and the Office of Legal Counsel
- 107 Maintaining all salaries in special grant projects at the amounts specified in the grant
- 108 Eliminating the use of temporary personnel
- 109 Using temporary personnel in offices with peak periods, such as admissions; cutting down on permanent staff in such offices
- 110 Reducing the number of administrative people, guidance counselors, placement counselors, testing personnel, etc.
- 111 Reducing campus health care staff by using community hospitals, clinics, and physicians
- 112 Lengthening the working day without providing additional compensation
- 113 Reducing the number of secretaries and clerks
- 114 Using secretarial or clerical pools and installing automated typing equipment for form letters

General Administration

- 115 Cutting back financial aid to amount provided by government funds, endowment, and private gifts made specifically for scholarship purposes
- 116 Reducing number of athletic scholarships
- 117 Actively recruiting students who are eligible for scholarships from state or private sources
- 118 Obtaining a state program of instructional grants to attract underprivileged students and to take the sting out of increased student fees
- 119 Recruiting students from affluent areas to reduce the number of scholarship applicants

- 120 Eliminating scholarships for honors work not based on financial need
- 121 Imposing a quota at a public institution on the number of out-of-state students admitted when their tuition does not cover costs
- 122 Developing a consortium for some managerial activities such as servicing student loans
- 123 Establishing a planning office with a primary emphasis on cutting costs
- 124 Automating routine tasks wherever possible
- 125 Computerizing wherever possible to cut staff costs
- 126 Stretching out large expenditures (such as those for the installation of a computer system) over a longer period than previously planned
- 127 Simplifying admissions procedures, registration, record keeping; reducing the number of forms and documents required
- 128 Instituting paperwork control to eliminate old admissions and other records and save filing space and staff time
- 129 Simplifying procedures for student payment of tuition and fees; installing Master Charge credit card system for this purpose
- 130 Changing from quarter to semester system to eliminate one registration and one grade recording per year
- 131 Making accident and health insurance optional for students and eliminating the subsidy previously provided
- 132 Merging with an adjacent or nearby college to cut down on administrative overhead, size of faculty, and number of small classes; also to increase property investment
- 133 Consolidating administrative offices operating separately at a sister institution; centralizing such functions as admissions, job placement, financial aid, housing, and counseling
- 134 Shifting responsibility for the operation of the computer facility and its budget from the mathematics department to a larger merged division of science and engineering
- 135 Consolidating computerized functions of central administration, biomedical network, and research foundation into one system
- 136 Using the computer to prepare classroom rolls that will fit easily into a standard binder
- 137 Converting some scholarships into long-term loans
- 138 Establishing in next year's budget the upper limit of spending for each budget center on campus
- 139 Requiring the head of each budget center to project his plans within fixed limits for each of the next five years
- 140 Reducing the university chapel budget
- 141 Providing in-service training on budget preparation for department chairmen and deans
- 142 Involving department heads in considering the problem of "needs" versus "resources"; soliciting proposals from department heads to reduce administrative costs by 10%

- 143 Starting the budgeting process earlier and completing the budget earlier than in the past
- 144 Using only one format for submitting budget requests to the state central agency and the legislative committee
- 145 At a state college: having all checks and withholding tax forms prepared by the state accounting office that now prepares the payroll for other state employees
- 146 Building sabbatical programs around overseas contracts with government agencies or private firms
- 147 Reducing the number of federal grants accepted in which there is "cost sharing"
- 148 Returning grants for which matching or overhead funds cannot be found
- 149 Avoiding the establishment of a community college approved by the legislature, where population does not justify it; establishing instead an extension center operated by the state's land-grant college (which already has professional staff in the area to be served)
- 150 Eliminating technical services to private industry unless fully self-supporting
- 151 Eliminating overtime pay
- 152 Scaling down or eliminating inaugural ceremonies; commencement activities, convocations, and other academic pageants
- 153 Reducing the number of conferences operated at a deficit on campus
- 154 Investigating pool and consortium approaches to saving on insurance costs
- 155 Increasing deductibles on insurance policies
- 156 Buying catastrophe insurance only
- 157 Self-insuring (where permitted) for workman's compensation
- 158 Reducing space and personnel subsidy to college presses and to professional journals, associations, and outside professional societies using campus facilities
- 159 Contracting out the warehousing and distribution details of a university press to a commercial firm to eliminate most personnel costs in these areas
- 160 Cutting back on instructional services and office/laboratory space previously offered free to postdoctoral students
- 161 Providing less tuition reimbursement for faculty children
- 162 Abolishing inventory of inexpensive office and maintenance items when the inventory cost is greater than the value of the items
- 163 Eliminating all charge accounts in the campus bookstore
- 164 Eliminating annual contributions to neighborhood social service agency
- 165 Planning space utilization and architectural design for new construction at the same time
- 166 Eliminating football

- 167 Eliminating basketball and field and track
- 168 Eliminating all spectator sports that are costly
- 169 Utilizing space more economically in order to reduce rented space and the need for new construction
- 170 Constructing classrooms of varying sizes in order to reduce vacant seats in occupied classrooms

Maintenance and Security

- 171 Bolting typewriters, adding machines, etc., to desks in order to reduce theft and replacement costs
- 172 Organizing security measures with neighboring institutions and community organizations in a cooperative-type arrangement
- 173 Using students in security department
- 174 Using closed-circuit TV cameras to reduce personnel needed for security purposes
- 175 Using citizens band radio sending and receiving units for police and traffic officers, night watchmen, and for communication with maintenance and repair forces on campus
- 176 Using mobile repair units to move from task to task on campus
- 177 Improving supervision of maintenance activities to increase efficiency
- 178 Putting janitorial services on night shift only
- 179 Reducing janitorial services from five to three nights a week
- 180 Reducing dormitory cleaning services to once every other week
- 181 Reducing office cleaning except waste paper baskets to once a week
- 182 Banning tobacco smoking except in lounges to reduce janitorial expense
- 183 Discontinuing maid service in dormitories
- 184 Discontinuing provision of cooking utensils, sheets, pillows, and blankets to residence halls
- 185 Using disposable bath towels in locker rooms instead of laundering cloth towels
- 186 Repainting less often
- 187 Cutting back on building maintenance expenses, refurbishing, and repairs
- 188 Halting all building renovations
- 189 Ending the employment of professional interior decorators for new college buildings
- 190 Calling in outside specialists to review power plant efficiency
- 191 Closing entire buildings at night or on weekends to save heat, light, etc.; closing lounges at 10 P.M.
- 192 Instructing personnel not to turn off fluorescent lights unless the lights will be left off more than two to three hours
- 193 Installing electronic devices to control light, heat, air-conditioning, locking of buildings, etc., from central office, thus reducing the costs of utilities and personnel servicing campus buildings

- 194 Turning air conditioning down at night
- 195 Switching from fuel oil to natural gas for heating when cost is lower
- 196 Cutting off heat previously provided in hockey area
- 197 Closing a road on campus to save maintenance money
- 198 Banning autos for underclassmen to save outlays for parking lots and paving
- 199 Closing a campus owned recreational park
- 200 Transferring a state university owned arboretum to the State Department of Parks and Recreation
- 201 Closing a college operated farm
- 202 Deferring a tree care program
- 203 Replacing flower beds with grass or bushes
- 204 Installing artificial turf in heavily trafficked areas which had to be resodded each year
- 205 Installing automatic sprinkler irrigation system, using untreated water to reduce labor costs and water charges
- 206 Running environment campaign to keep campus clean

Office Expenses

- 207 Reducing the quality and quantity of office supplies (no more two-color printed stationery)
- 208 Using only one printing company and one style of type for all printing
- 209 Using one all-university letterhead with college, department, division, or office information typed in
- 210 Sending fewer catalogs, financial reports, and other printed reports by first-class mail
- 211 Cutting size of catalogs, reducing course descriptions, eliminating non-essential information and printing on cheaper paper; this also cuts mailing cost
- 212 Dividing the catalog into sections, printing each section in the number of copies needed; not sending prospective freshmen the course descriptions for advanced courses (which they don't need)
- 213 Sending out supplements to catalogs, bulletins, etc.; rather than printing a whole new publication
- 214 Postponing publication of new catalog for one or two years
- 215 Using stickers to indicate changes in the catalog, rather than reprinting part or all of it
- 216 Redirecting advertising so that it goes mainly to potential students, rather than using scattered mailing lists
- 217 Cleaning up mailing lists; following up on non-deliveries, old addresses, unwanted communications
- 218 Cutting down on public relations, glossy-type publications, alumni materials, etc.
- 219 Minimizing costly publicity programs for campus productions; using local newspapers to publicize evening and cultural events, thereby saving most of the printing and postage costs

- 220 Giving up the publication of a quarterly scholarly journal
- 221 Cutting down on the numbers and sizes of college newspaper and magazine issues
- 222 Cutting back on number of private office telephones on campus

Purchasing; Equipment Rental and Leasing

- 223 Using a purchasing cooperative
- 224 Getting more bids than previously on larger items
- 225 Requesting discounts for immediate payment
- 226 Using campus centralized purchasing
- 227 Using central state purchasing for standard equipment items such as automobiles, typewriters, office equipment, etc.
- 228 Negotiating to allow private colleges and universities to purchase through state contract
- 229 Increasing control of purchasing near the end of a budget period
- 230 Buying government surplus property whenever possible to save money
- 231 Cutting back or eliminating purchase of new equipment
- 232 Buying cheaper equipment
- 233 Buying used equipment, particularly from industry (where some might be contributed)
- 234 Cutting down or eliminating rental of equipment
- 235 Changing to cheaper copying equipment
- 236 Establishing tighter control on use of xerox machines and other duplicating facilities
- 237 Eliminating all automobile purchases except for maintenance equipment
- 238 Renting time on a computer instead of buying one
- 239 Delaying two years in expanding the use and capacity of present computer
- 240 Changing to a cheaper computer
- 241 Purchasing rather than renting computer equipment (as opposed to federal policy that frequently prefers rental to purchase)
- 242 Leasing apartment buildings to house students (the number of which may be at peak levels) rather than building additional dorms

Travel Expenses

- 243 Reducing or eliminating university financed out-of-state travel by faculty and administration; in some cases, eliminating all travel subsidies
- 244 Requiring coach instead of first-class tickets
- 245 Cutting down on number of university-owned automobiles and limiting their use more rigidly
- 246 Disposing of university aircraft used less than 300 hours per year
- 247 Cutting down travel by admissions office to areas of marginal productivity

- 248 Paying closer attention to items included in travel expense accounts
- 249 Requiring new employees to pay their own moving expenses previously provided by the university
- 250 Cutting out free limousine service between two campuses
- 251 Discontinuing shuttle bus service on the campus of a large university

Food Services

- 252 Eliminating *all* food services
- 253 Eliminating all sit-down, served meals
- 254 Closing dining services during vacation periods
- 255 Reducing subsidy on faculty and administration dining rooms
- 256 Closing faculty dining rooms
- 257 Eliminating free guest meals or guest catering in dining facilities
- 258 Establishing commissary-type food service in conjunction with neighboring institutions: joint purchasing and preparation with delivery to participating institutions
- 259 Combining nine food service units into central facility
- 260 Using a "super snack bar," designed along the lines of a supermarket, where food is prepared and delivered in bulk, and arranged on racks to cut labor costs
- 261 Converting cafeteria to vending machine service
- 262 Establishing campus bakery to produce baked goods at a lower cost than regular purchase price
- 263 Directing more careful attention to menu planning and to size of portions served in dining hall
- 264 Cutting the deficit of faculty club in half by catering for meetings of local service clubs

Departments, Schools, Programs, Courses

- 265 Abolishing departments or academic programs that have too few students to justify continuation
- 266 Eliminating course sections with fewer than 15 students except for required courses
- 267 Increasing the size of regular classes and lecture sections
- 268 Closing down School of Education — too few students and too costly
- 269 Discontinuing laboratory school in School of Education
- 270 Cutting back services and activities in Campus School; maintaining only clearly defined experimental programs
- 271 Discontinuing communication arts and computer science departments
- 272 Eliminating theater department and dramatic arts productions
- 273 Offering more of the advanced courses in alternate years
- 274 Operating an alternate degree program or interim term during the summer to utilize staff and facilities more fully

- 275 Offering required courses in only two of three quarters, even though it delays graduation of some students
- 276 Providing accelerated degrees, external degrees, and credit by examination, independent study, and work-study instead of required courses
- 277 Abolishing language requirements; ultimately abolishing language departments with too few students
- 278 Cutting out physical education requirement
- 279 Sharing students with a consortium to allow a reduction in the number of courses offered
- 280 Reducing degree programs: offering a single undergraduate program and degree in the field of engineering instead of a variety of specialized undergraduate degrees; eliminating master's degree program in science and mathematics.
- 281 Cutting some Ph.D. programs to permit lower faculty and library costs
- 282 Requiring the faculty to defend every single academic program now being offered
- 283 Dropping a summer theatre and a summer language program (both had been subsidized)
- 284 Reducing the number of public concerts and extent of the lecture series
- 285 Dropping those research projects which require substantial university support
- 286 Refusing to begin any new academic projects without special funding
- 287 Using restricted funds for current programs rather than new ones
- 288 Allowing a department to create a new course only by dropping an old course
- 289 Using only a language laboratory for foreign language courses in lieu of instructors
- 290 Using senior undergraduate students to teach freshman language courses
- 291 Negotiating arrangements with a foreign university so that students can study abroad at an institution where tuition and air travel combined is less expensive than regular tuition
- 292 Curtailing the study abroad program even though the program costs the state less per student than on-campus study
- 293 Using less expensive materials, less equipment, and fewer supplies for laboratory experiments
- 294 Using audiotapes for language drill and for prerecorded lectures
- 295 Using auto-tutorial programs for teaching electronic technology, nursing, foreign languages, and biology
- 296 Using individually prescribed instruction in engineering courses
- 297 Using closed-circuit two-way telephone for statewide adult education courses
- 298 Combining upperclass and graduate courses which duplicate each other

- 299 Combining undergraduate schools which overlap each other
- 300 Reducing the extent of continuing education, agricultural research, and extension programs
- 301 Building a core program which all first-year students must take
- 302 Using core program for both freshmen and sophomores

Library

- 303 Cutting down number of subscriptions to periodicals and newspapers
- 304 Reducing acquisition of special collections such as manuscripts and rare books
- 305 Buying microfilm copies of magazines and journals instead of binding issues
- 306 Postponing binding periodicals
- 307 Cutting down book purchases; buying microcards, microfilm, microfiche instead
- 308 Buying used books instead of new editions
- 309 Cutting noncurrent book purchases by 50 percent this year; maybe 100 percent next year
- 310 Dividing up library acquisition areas with neighboring institutions; organizing an interlibrary loan system
- 311 Consolidating library collections and departmental libraries to eliminate need for some library personnel
- 312 Developing one periodical library for several large neighboring universities to handle subscriptions, binding, and storing
- 313 Discarding obsolete library books and records to save space, shelves, file cabinets, and handling costs
- 314 Renting less expensive storage space for rarely used books
- 315 Tightening up on the number of books and journals ordered by faculty and charged to the college
- 316 Reducing multiple copy book acquisitions by faculty
- 317 Reducing standing orders to major university presses
- 318 Reducing the hours of library service; closing the library Friday and Saturday nights
- 319 Opening stacks to all graduate and undergraduate students to reduce library staff

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